



# **2023 – 2028 Strategic Plan**





February 2023

Dear Watertown Community Members,

It is my pleasure to present our updated strategic plan for 2023-2028. The Watertown Department of Public Health continues to strengthen our ability to achieve our mission - *Support a community where all individuals can achieve their best health.*

With the strengths of each employee and public health's important role, community collaborations and partnerships will move us forward in meeting the ambitious goals of this plan.

In good health,

*Carol Quest*

Carol Quest  
Health Officer/Director





## **Acknowledgments**

Watertown Department of Public Health would like to acknowledge and thank all public health staff and the Board of Health for taking the time to share their expertise and perspective on the direction for public health for the 2023 Strategic Plan,

### **Staff:**

Abbigail Kuehn- Assistant Director  
Carol Quest- Health Officer/Director  
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### **Watertown Board of Health:**

Andrea Turke  
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Jonathan Lampe - through 4/2023  
Patricia Gedemer  
Dana Davis – joined 4/2023

### **Facilitator:**

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## Executive Summary

In 2022, the Watertown Department of Health embarked on a process to update its five-year strategic plan, which was first completed in 2016 and updated in 2018. The plan establishes where we want to go and creates objectives consistent with our mission, vision, and values.

Through a series of meetings, all staff members were given the opportunity to provide their input on the agency's direction and were asked to identify strategies needed to achieve our objectives. The staff participated in updating our mission and vision while confirming our core values. The recently conducted Community Health Assessment, Public Health Accreditation Board Standards, and Foundational Public Health Services were used as the frameworks for the process. The process focused on meeting national public health standards and ensuring alignment with the goals of the Wisconsin Department of Health.

Our focus will be working with our community and governmental partners to improve the health outcomes for all Watertown community members. Our goal will be to implement high-quality, evidence-based, and continuously improving services to:

- Increase our Ability to Meet and Execute Our Legislated Responsibilities
- Maintain Quality Standards in the Delivery of Programs Utilizing Best Practice
- Expand Partnerships and Collaboration



**MISSION:** Support a community where all individuals can achieve their best health.

**VISION:** To work with and advocate for the community by promoting health, preparing for emergencies, and preventing disease for the health of all generations.

### **ORGANIZATIONAL CORE VALUES:**

- **Accountability:** We take responsibility for our actions and decisions while striving to meet goals and outcomes.
- **Collaboration:** We work in partnership to create an environment that brings together diverse people to work collectively towards shared goals.
- **Community:** We promote cooperative and creative approaches to common issues.
- **Consistency:** We are committed to equitable enforcement of agency policies to ensure fair treatment and assessments that uphold public trust.
- **Knowledge:** We foster education and implementation of best practices and evidence-based strategies by educating staff, informing the community, and supporting future public health professionals.
- **Leadership:** As a team of Public Health professionals, we adhere to and promote public health core functions and standards of practice, embracing responsibility and leading by example to achieve community public health goals.
- **Resourcefulness:** We are committed to pursuing resources and the efficient use of limited assets to carry out our mission.
- **Responsive:** We respond to the needs of the community by advocating for services that are meaningful and positively impact the health of the community.



## **Strategic Priorities**

### **Increase our Ability to Meet and Execute Our Legislated Responsibilities**

Increasing our department's capacity to meet our responsibility to keep water and food safe and provide preventative health services.

- Establish in-house laboratory testing capability, particularly well water, to improve productivity and customer service;
  - Create appropriate Standard Operating Procedures ("SOPs")
  - Purchase necessary supplies
  - Obtain required licenses
  - Staff Training
- Cross-train staff in other program areas to ensure someone is available to meet the community's needs;
  - Prioritize areas for cross training
- Update and simplify emergency procedures, utilizing the knowledge gained during the COVID outbreak
  - Reduce the size of the documents by eliminating extraneous information
  - Create action-based checklists
  - Increase the specificity of the plans
  - Conduct annual tabletop/functional/full scale exercises
- Improve the public health grant reporting process
  - Identify and advocate for opportunities to streamline grant reporting
- Improve the multi-lingual capability of the department
  - Provide language training to staff
  - Identify and utilize potential language translation resources

### **Maintain Quality Standards in the Delivery of Programs Utilizing Best Practice**

Ensure consistent delivery of comprehensive public health programs

- Review state and local health policies to ensure compliance with updated regulatory requirements.
  - Create educational material in critical areas to assist inspectors in educating the public on the requirements
- Update Infection Control Plan
  - Utilize knowledge gained by the response to the COVID outbreak
  - Use Infection Control Plan to provide community education
- Provide community education on the importance of immunization
  - Identify immunization barriers and hesitancy
  - Utilize multiple channels of communication
  - Implement quarterly Wisconsin Immunization Registry Reminder Recall
- Address the priority areas identified in the Community Health Assessment (CHA)



- Create and implement a Community Health Improvement Plan (CHIP)
- Identify and support community partners that will take the lead in addressing CHIP priorities
- Utilization of technological tools to enhance program consistency and efficiency
  - Implement Electronic Health Record (EHR)
  - Explore and implement referral network platform with community partners

## **Expand Partnerships and Collaborations**

Work with community partners to educate residents and address multiple Social Determinants of Health (SDoH).

- Create and implement a communications plan to educate the community on public health services
  - Educate community decision makers about the importance and impact of public health
  - Educate the community on the role and responsibilities of the health department
  - Utilize multiple communication channels to raise awareness of public health programs
- Increase the use of technological tools to engage and activate volunteer networks
  - Ensure the RAVE system is up to date with regular tests
  - Expand the use of Wisconsin Emergency Assistance Volunteer Registry (WEAVR) to access the volunteer workforce for emergencies
  - Explore the use of other online or app-based tools to reach community volunteers
- Expand the use of community partners to help residents access basic resources and healthcare to address SDoH
  - Assess and address gaps in community health needs
  - Establish collaboration with community partners to support the needs of the community
- Increase social connection opportunities for community members
  - Develop programs in collaboration with community partners
  - Increase information sharing to community members on existing programs and opportunities available
- Expand community awareness of Seal-a-Smile (SAS) program to increase utilization
  - Maintain regular communication with schools to increase participation
  - Develop and maintain partnerships with community dental providers